INTERNATIONAL RESCUE COMMITTEE

PUBLIC ADMINISTRATION PROGRAM

1988 - 1994

A Summary of Achievements

Introduction

Since the signing of the Geneva Accords in April 1988, many of the NGOs working with Afghan refugees in Pakistan initiated programs in order to facilitate the process of repatriation of Afghan refugees and rehabilitation of their country. Inherent in the design of such programs was the desire to bring Afghans increasingly into the roles of administrators, managers and decision makers.

Over a decade of fighting has taken a devastating toll not only on Afghanistan's infrastructure, but also on its corps of leaders and managers. By some estimates, as many as 90 percent of Afghanistan's intellectuals have migrated or been killed in the war. Thus, training had become a priority in planning for rehabilitation projects. Accordingly, IRC's Public Administration program was established in August 1988 to provide training for Afghans in participatory management and decision-making techniques as well as in effective office management skills.

Another major factor that helped in the establishment of the Public Administration program was the obvious lack of trained Afghan professionals who would be able to undertake the huge task of the reconstruction of Afghanistan. This was especially true in the field of administration, as most of the Afghan employees working in aid programs had little formal training in administration and management. It was IRC's belief that by developing the professional skills of Afghans, they would be able to make a more substantial contribution to the relief of the Afghan refugee population and to the reconstruction of post-war Afghanistan. Therefore, courses were tailored to address the unique requirements of agencies offering relief and development services.

In response to this need, IRC developed the Public Administration training program in mid-1988. In the first eight months of the program's operation, over 250 students received training in this program. This number was far greater than the goal stated in the original proposals due to the strong demand for training. In addition, a program for trainers of field administrators was developed in 1988 to further broaden the scope of the program.

Five intensive workshops were offered to 67 participants from different NGOs during the first four months of the program, covering the following topics: Managing Yourself and Your Team, Office Management, Written Communications, Communication and Reporting for Field Officers and Receptionist Training.

Evaluations at the end of the first sessions were overwhelmingly positive, with a frequent comment being: "I wish my supervisor would take this course."

Courses offered during the first semester of the program were Developing English Reading & Writing Skills, English for Administrators, Public Administration, Bookkeeping and English Typing. 124 were able to complete the training.

> Most of the program's alumni are presently holding high positions in many UN and NGO offices serving Afghans in Pakistan and in Afghanistan.

In 1989, the program started training Afghans in computer software skills. It was the first such program for Afghans in Peshawar. This component of the program was opened with three classes offering training in WordPerfect 4.2 software to 28 students in six-week-long sessions.

The increasing demand for more computer knowledge by Afghans brought expansion in the program by offering more advanced packages. One year later, in 1989, the program started offering training in Lotus 123, one of the most popular spreadsheet package, and dBASE III Plus. This process of training in new and important software packages continued and the program was able to train Afghan refugees in many updated and essential packages.

TYPES OF COURSES:

The program was divided into two major catagories of training: semester courses for post-twelfth-grade graduates, and intensive workshops for Afghan professionals already working with NGOs.

* Semester Courses for Twelfth Grade Graduates:

Semester courses offered a broader curriculum than the intensive workshops described below, and ran for two and a half months. The semester courses in administration equipped students with full administrative and bookkeeping skills to secure jobs in administration and management areas needed in the reconstruction of Afghanistan. Since the semester courses ran longer than the intensive workshops, students had the opportunity to engage in more advanced and broader academic courses of study. For example, one portion of the Public Administration course was devoted to strategic planning, an especially important skill in light of the current unpredictability of the situation of Afghanistan. In addition, computer courses played a major part in the semester courses.

* Intensive Workshops for Afghan Professionals:

The intensive workshops provided training for Afghans who were already working for NGOs but needed further skills to perform their jobs more effectively or to take on more responsibilities. The program offered seven courses which were tailored to address the unique needs of the agencies that sponsored the participants. In addition to training staff members in management and administration, the intensive computer workshops were also offered to equip NGO staff members with the skills necessary to operate computers and typewriters. The program offered training in many computer software packages essential for the enhancement of office operation and organization.

Highlights Of The Topics Covered In PA Courses

* Public Administration:

Stage 1: Focused on developing awareness of the history of administration in Afghanistan. Special emphasis was placed on the period of state building under King Amanullah.
Stage 2: Dealt primarily with models of Islamic administration and the more general terminology of post-World War II bureaucracies. This course was offered in Dari and Pushto languages. The topics included:

- *The need for public administration*
- *Role and position of public administration in government organization*
- *Systems of public administration*
- *Planning: its importance, stages, and kinds*
- *System of administration in Islam*

* Developing Reading and Writing:

The underlying focus of this course was development of paragraph writing and syntax in English language, with special emphasis placed on the content and form of business letter writing.

* English for Administration (Administrative Writing):

This course involved exercises in writing related business letters, drawing graphs, preparing outlines, and report writing with well-constructed paragraphs that build logically on each other. The final part of the course covered what proved to be a very challenging subject, Proposal Writing, and ended with instruction and practice in writing a resume.

* Administration and Management:

Some of the topics in this course were: introduction to management and management functions, communication, organizing office personnel, duties of the receptionist, telephone, fax and telex operation skills, business letters and memos, time management and preparing tasks, filing, record keeping, delegation, meetings, group work, leadership and supervision, and decision making.

* Financial Management/Accounting:

Both ends of the accounting spectrum were covered in this course, with introductory accounting which started with simple form preparation, transactions, journal, ledger and banking, and an advanced finance class that covered cash versus accrual accounting, balance sheets, income

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statements, budgeting, and cost analysis/projection. Later, a basic bookkeeping class was also added to the course syllabus. In 1993, the program was able to compile and produce a book on financial administration in Dari language. This book is a short introduction to the basics and system of financial administration in Afghanistan's governmental and non-governmental organizations. This book was intended to become the course book on this subject at the PA program.

* Office Machinery Skills:

One of the greatest and highly successful achievements of the Public Administration program was the establishment of computer education for Afghans for the first time. This was done through the Office Machinery Training Section which the program opened in the early period of its existance. (This section also included English script typing which was offered in three levels for a period of four months.)

> Evaluations of the program have always been overwhelmingly positive. As one of the graduates who works with an NGO now says: "A lot of agencies have worked for Afghans here but the services of Public Administration have always been exceptional for Afghans."

Started with instruction of basic software packages and operation skills, this component served as a foundation for further computer education for Afghan refugees. PA's computer and typing courses gave students a marketable skills that will be in great demand in post-war Afghanistan.

This component formed the largest and most important section of the program and has rendered outstanding service for Afghan refugees in this field. Graduates from this section form the largest number of graduates from the Public Administration program since its inception. Many software packages were taught to the students in this section. Emphasis was on the packages which were commonly used by NGO offices here. The latest sessions of the program included instruction on some of the most advanced software packages. This enabled the students who already had knowledge of computers to develop and update their skills in accordance with the fast changing world of computers. The need for more advanced packages was also identified in many of the offices here. Some of the important packages were:

- *WordPerfect*
- *Lotus 123 series*
- *Disk Operating System (DOS)*
- *Quatro Pro*
- *dBASE III+*
- *Multi Lingual Scholar (MLS) - Dari/Pushto wordprocessor*

- *WINDOWS: WordPerfect for Windows, Lotus 4.0 for Windows*

In general, the Public Administration program was one of the most useful and influential IRC programs for Afghan refugees in Pakistan. The program was able to offer a wide range of courses vital to administration work. This program trained a large number of Afghans and equipped them with skills and qualifications necessary to work in modern offices here and in post-war Afghanistan. Many of the graduates are presently holding high positions in UN and NGO offices working for Afghans here in Pakistan and in Afghanistan.

Table A: Semester Courses

Topics covered and Total number of students graduated
From the Public Administration program
Between 1988 and 1994

ADMINISTRATIVE COURSES	STUDENTS TRAINED
English Reading & Writing	368
Administration & Management	232
Dari/Pushto	68
Public Administration	252
Financial Administration	185
Bookkeeping/Accounting	292
Introduction to Finance	41
Financial Analysis	13
* Sub-Total *	1,451
OFFICE MACHINERY	
WordPerfect 5.1	987
Lotus(123) 2.4	570
dBASE III Plus	386
MLS 3.0	296
Typing	1011
* Sub-Total *	3,250
** GRAND TOTAL **	4,701

Table B: Intensive workshops
Frequencies and number of students trained in various administration and computer software workshops Between 1988 and 1994

COURSE TITLE	FREQUENCY	STUDENTS TRAINED
Report Writing	17	191
Office Administration	15	130
Managing Yourself & Your Team	16	154
Decision Making & Problem Solving	5	42
The Receptionist Course	5	53
Making Meetings Work	6	52
Communication in the Office	3	34
Basic Bookkeeping	1	10
Administration & Management	1	6
Field Administration & Report Writing	1	11
Training of Trainers	1	7
Evaluation Workshop	1	14
* Total *	72	704
COMPUTER COURSES	FREQUENCY	STUDENTS TRAINED
WordPerfect	9	79
Lotus(123)	4	33
dBASE III Plus	5	40
MLS	4	29
DOS	2	16
WordPerfect 5.1 for Windows	2	6
Lotus(123) 4.0 for Windows	1	2
* Total *	27	205
* Grand Total *	99	909

TABLE C

List of NGOs whose staff members are trained at The Public Administration Program Between 1988 and 1994

- Afghan Women Resource Center (AWRC)
- Afghan Reconstruction Consultants (ARCON)
- Afghan Media Resource Center (AMRC)
- Afghan Costruction and Logestic Unit (ACLU)
- Afghan Development Association (ADA)
- Afghanaid (UK)
- Afghanistan Vaccination and Immunization Center (AVICIN)
- Afghan Technical Consultants (ATC)
- AFRANE (Amitie Franco-Afghane)
- Agency Coordinating Body for Afghan Relief (ACBAR)
- ACBAR Resource and Information Center (ARIC)
- Aid Medical International For Afghanistan (AMIA)
- American Center (USIS)
- Asia Foundation
- Austrian Relief Committee for Afghan Refugees (ARC)
- Care International
- Construction Bureau for Afghanistan
- Coordination of Afghan Relief (CoAR)
- Danish Committee for Aid To Afghan Refugees (DACAAR)
- Development Alternatives, Inc. (DAI)
- Dutch Committee for Afghanistan (DCA)
- Emirate Red Crescent, Quetta
- European Committee (EC)
- Free Welfare Society for Afghan Disabled (FWSAD)
- German Afghan Foundation (GAF)
- Gesellschaft Fur Technische Zusammenarbeit (GTZ)
- Help Afghans Farmers' Organization (HAFO)
- Human Concern International
- Human Resource Development
- Integrated Training Center for Afghans (ITC)
- International Medical Corps (IMC)
- International Organization for Migration (IOM)
- International Rescue Committee's Construction Related Training For Afghans
- International Rescue Committee's Science and Technology Training (STT)
- International Rescue Committee's Professional Development Program (PDP)
- International Rescue Committee's Rural Assistance Program
- International Rescue Committee's Rehabilitation Program for Afghans (RPA)
- International Rescue Committee's Health Education Resource Center (HERC)
- International Rescue Committee's Hangu Education Program
- International Rescue Committee's Hangu Medical Program
- International Rescue Committee's Main Office
- International Rescue Committee's Self Reliance Program
- Islamia College, Peshawar
- Islamic Coordination Council
- Islamic International Relief Organization
- Islamic Relief Agency (ISRA)
- Italian Cooperation for Development (ICD)
- Japan-Afghan Medical Services
- Lajant-Al bir Al Islamia
- MADERA
- Man-power Training Program (UNO)
- Management Sciences for Health (MSH)

- Medicines San Frontiers (MSF), Belgium
- Medicines San Frontiers (MSF), Holland
- Medical Refreshing Courses for Afghans (MRCA/ITC)
- Muslim Aid (UK)
- Noor Eye Hospital
- Norwegian Committee For Afghanistan (NCA)
- Norwegian Refugees Council (NRC)
- Norwegian Project Office (NPO)
- Operation Salaam
- Pak-German, Basic Education For Afghan Refugees (BEFARE/GTZ)
- RADDA Barnen Training Office
- Reconstruction Authority For Afghanistan (RAFA)
- SERVE
- SOS/PG. Belgium
- Swedish Committee For Afghanistan
- Save the Children Fund (US)
- Save the Children Fund (UK)
- Save the Children Fund (UK)-Training Unit
- Sayed Jamaluddin Afghani Welfare Organization
- The Food Aid Organization Of The United Nations (FAO)
- United Nations Development Program (UNDP)
- United Nations Drug Control Program (UNDCP)
- UNOCHA
- Volunteers in Technical Assistance (VITA)
- World Food Program (WFP)